



Equality Impact Assessment

A key factor will be a workforce that reflects the diversity of the population it serves and is able to meet the healthcare needs of that population. This must include meeting the needs of all the population including those from equality target groups such as racial groups, gender, disability, sexual orientation, age, religious belief and transsexual or transgender people

The strategy will also impact other groups such as migrant workers, refugees and those with mental health problems or learning disabilities.

The strategy will aim to demonstrate progress in developing a workforce at all levels which reflects the local populations and will develop skills and competencies to create cultures where all those who access health care are treated with equality and respect.

As part of the consultation on the strategy NHS North West will consult with individuals and groups representing the equality target groups to ensure a full equality impact assessment is carried out and that the strategy reflects the needs of these groups. A copy of the equality impact assessment will be published alongside the main strategy.

Conclusion

We believe that the strategy shared here will help us all achieve world class workforce planning, education commissioning and education and learning. While we will fully execute our role and responsibilities as a system manager for workforce, commissioning and educational investment, the delivery of the strategy can only be undertaken and achieved through effective partnerships with key regional and local stakeholders.

A three month period of consultation on this strategy runs from late September 2008 to the end of January 2009. During this period we hope that organisations will let us know their views on the focus of the strategy, its relevance and balance and any assistance they may require in applying it. A number of consultation questions are given in Appendix 5 of the main document. Responses to the consultation will be used to inform its implementation.

The strategy is intended as a dynamic entity that will be reviewed annually with key stakeholders to ensure it continues to align with the changing healthcare environment.



Responses to the consultation questions can be:

- sent by post to
Dean Royles,
Executive Director of Workforce and Education
NHS Northwest,
7th Floor,
Gateway House,
Piccadilly South,
Manchester
M60 7LP

or alternatively complete the form online direct through www.northwest.nhs.uk/newspubs/publications/

If you would like this report in another language or format or if you require the services of an interpreter.

ይህንን ጽሁፍ በሌላ ቋንቋ ወይም ቅርጽ ከፈለግኩ ወይም አስተርጓሚ ከፈለግኩ እግዚኃኑ ደውሎልኝ።	Amharic
إذا أردت هذه الوثيقة بلغة أخرى أو بطريقة أخرى، أو إذا كنت بحاجة إلى خدمات مترجم، فارجو أن تقوم بالاتصال بنا.	Arabic
যদি আপনি এই ডকুমেন্ট অন্য ভাষায় বা ফরমেটে চান অথবা যদি আপনার একজন ইন্টারপ্রিটারের প্রয়োজন হয়, তাহলে দয়া করে আমাদের সাথে যোগাযোগ করুন।	Bengali
本文件可以翻譯為另一語文版本，或製作成另一格式，如有此需要，或需要傳譯員的協助，請與我們聯絡。	Cantonese
Pokud byste si chtěli tento dokument přečíst v jiném jazyce nebo formátu, nebo pokud požadujete služby tlumočnicka, kontaktujte nás.	Czech
اگر این سند را به زبانی دیگر یا در فرمتی دیگر میخوانید و یا اگر احتیاج به سرویس مترجم دارید، لطفاً با ما تماس بگیرید	Farsi
Si vous souhaitez obtenir ce document dans une autre langue ou sous un autre format ou si vous avez besoin des services d'un interprète, veuillez nous contacter.	French
જો તમને આ દસ્તાવેજ શીઝ ભાષા અથવા રચનામાં જોઈતો હોય, અથવા જો તમને ઇન્ટરપ્રિટરની સેવાઓ જોઈતી હોય તો, કૃપા કરી અમારો સંપર્ક સાથો.	Gujarati
ئەگەر دەتەوێ ئەم بەڵگەپەت بە زمانێکی که یا بە فۆرمێکی که هەمی، یا پێویستت بە مۆترجم هەبە، تکایە پەیوەندیمان پێوه بکە	Kurdish
Jeżeli chciałoby Państwo otrzymać ten dokument w innym języku lub w innym formacie albo jeżeli potrzebna jest pomoc tłumacza, to prosimy o kontakt z nami.	Polish
ਜੇ ਇਹ ਦਸਤਾਵੇਜ਼ ਤੁਹਾਨੂੰ ਕਿਸੇ ਹੋਰ ਭਾਸ਼ਾ ਵਿਚ ਜਾਂ ਕਿਸੇ ਹੋਰ ਰੂਪ ਵਿਚ ਚਾਹੀਦਾ ਹੈ, ਜਾਂ ਜੇ ਤੁਹਾਨੂੰ ਗੱਲਬਾਤ ਸਮਝਾਉਣ ਲਈ ਕਿਸੇ ਇੰਟਰਪ੍ਰਿਟਰ ਦੀ ਸੇਵਾ ਹੈ, ਤਾਂ ਤੁਸੀਂ ਸਾਨੂੰ ਦੱਸੋ।	Punjabi
Haddii aad ku rabtid dokumentigaan luqado kale ama daabacaad kale, ama haddii aad u baahan tahay turjibaan, fadlan nala soo xiriir.	Somali
Kama unataka hati hii katika lugha nyingine au katika mtindo mwingine, au kama unahitaji huduma za mkalimani, tafadhali wasiliana nasi.	Swahili
இந்த ஆவணம் வேறொரு மொழியிலிலோ அல்லது வேறு வடிவத்திலிலோ தேவை என்று நீங்கள் விரும்பினால், அல்லது உங்களுக்கு மொழிபெயர்ப்பாளரின் தேவை இருந்தால், தயவு செய்து எம்மைத் தொடர்பு கொள்ளவும்.	Tamil
‘ዘሊ ሰነድ እዚ ብኻልኦ ቋንቋ ወይ ቅርጽ እንተደሊኹም ወይ ደግሞ አስተርጓሚ እንተደሊኹም በየኹም ተወካኩና ወይ ደውሎልኛ።	Tigrinya
یہ دستاویز اگر آپ کو کسی دیگر زبان یا دیگر شکل میں درکار ہو، یا اگر آپ کو ترجمان کی خدمات چاہئیں تو براہ کرم ہم سے رابطہ کیجئے۔	Urdu

Tel: 0845 050 0194

ourNHS
our future



NHS
North West

An Executive Summary of The Workforce, Education Commissioning and Education and Learning Strategy

Enabling World Class Healthcare Services within the North West

September 2008

Produced by M&M Communications Ltd www.mmcomms.co.uk



Introduction

The ambition of delivering world class health services is now a common endeavour for all health care organisations in the North West. However, its achievement will not be realised without an appreciation of the vital connection between enhancing and improving services and developing a competent, motivated and flexible workforce.

All organisations face questions and challenges about their current and future workforce. Successful organisations are characterised by chief executives and leaders who are positively committed to and engaged in the development of their future workforce.

Workforce, Education Commissioning and Education and Learning Strategy

As the strategic health authority for the region, we at NHS North West have drawn up this strategy with key stakeholders to support and facilitate the attainment and development of a workforce capable of delivering world class healthcare.

The strategy sets out three key functions, namely workforce planning and development, education commissioning and education and learning, and looks at the ways in which they impact on the NHS workforce. It also outlines the proposed pledges for action, which must be progressed in partnership with key stakeholders to ensure the availability and development of a workforce capable of meeting current and future healthcare challenges.

This executive summary highlights the key pledges relating to each of the three functions.

The strategy provides guidance for organisations on workforce development over the next 10 years and it will be reviewed annually with key stakeholders.

The strategy aims to deliver:

- patient centred workforce planning
- patient centred learning and commissioning
- patient centred teams.

Workforce planning and development

Workforce represents a significant resource for the NHS. It spends approximately 60% of its annual budget on workforce salaries. The NHS is one of the largest

employers in the North West with over 202,000 staff in the region.

There is evidence that effective approaches to workforce planning lead to efficiency gains and service improvement, such as using temporary staff, innovative approaches to flexible working and effective recruitment and retention strategies. There is no doubt that a competent and committed workforce is critical to organisational success and to delivering transformational change.

In the document 'A High Quality Workforce' a new architecture for workforce and education is outlined for all levels; nationally, regionally, in communities across PCT commissioners, for providers and including involvement of local authority. The purpose is to create a system for workforce and education that is clear in terms of accountability, roles and responsibilities. The North West will work with key partners to build on our strengths in the review of our model for delivery which will be underpinned by local ownership and decision making.

Strategic workforce planning needs to be taken seriously at the top of an organisation, as an integral part of the business planning process if organisations wish to be confident they can deliver successful, high quality services in the future.

The region has experienced phenomenal workforce growth over the past four years across all staff groups. It is imperative that all organisations develop leadership, commissioning and workforce planning skills at all levels.

Building up workforce capability and capacity within organisations is one of the key pledges. We see it as a means of enabling organisations to deliver the significant changes required in the purpose, type, delivery and location of healthcare services now and in the future.

Commitment is needed from all key stakeholders to four key workforce planning priorities if we are to ensure the strategy is taken forward successfully. Those priorities are:

- leadership and commitment to workforce planning from boards
- integrated workforce, service, business and finance planning
- establishing joint strategic workforce frameworks across health and social care, and ensuring that workforce assessment and risk is included within commissioning frameworks
- improving skills, sustainability, capability and capacity in the system, ensuring commissioners, providers, and service managers have sufficient workforce planning skills, competencies and knowledge.

Workforce strategy pledges

The pledges relating to workforce planning and development.

1. Establish a workforce strategy and workforce planning within PCTs, providers and across partner agencies as a fully integrated part of the business planning process.
2. Develop the process for integrating workforce planning for medical and dental staff into the wider service planning process and to ensure appropriate increases are planned to meet the needs of the North West.
3. Develop and implement transformational systems for workforce planning, underpinned by partnership working, local ownership and health community plans.
4. Ensure commitment to new ways of working that create the high quality, adaptable and flexible workforce for the future.
5. Ensure the key strategic workforce priorities are supported and delivered.
6. Develop collaborative approaches, which better enable joint strategic workforce planning between NHS organisations and local authorities.
7. Ensure, through a commitment to equality and diversity, that the workforce represents the populations of the North West.
8. Work across agencies to incorporate workforce plans from a plurality of providers.
9. Deliver the People Matters agenda through utilisation of local tools, teamworking, Skills Pledge and Widening Participation.

Education commissioning

Effective education commissioning enables the procurement, management and evaluation of education and learning programmes that ensure learners are fit for award, fit for purpose and fit for practice. Strategic education commissioning should proactively consider future workforce education needs in line with the vision and strategy for future healthcare services.

The vision is that education commissioning in the North West should aspire to match the concept of world class commissioning. This will require a shift from traditional models of education commissioning in order to develop and sustain more open and innovative partnerships that will deliver the best possible education for the health economy. It will involve an evidence based approach to commissioning, using advanced knowledge management, analytical and forecasting capability.

A good understanding of what really matters to service commissioners and providers will be necessary in order to help ensure education and training meets the needs of patients, public and staff. It will also ensure closer integration between the design, delivery and outcomes of education and training to meet both short and long term priorities and outcomes.

World class education commissioning will be more dynamic in nature. As service provision shifts towards world class, new workforce requirements will emerge and, as knowledge grows and experience develops, there will be increasing expectations within existing services for more responsive education and training.

Education commissioning pledges

The pledges relating to the vision of leading developments in world class education commissioning.

10. Develop a flexible commissioning framework that results in organisations taking ownership of local commissioning decisions to reflect agreed priorities.
11. Apply the principles and rules for co-operation and competition to strategic education commissioning, using the characteristics of good system management.
12. Develop robust partnerships that enable flexible and responsive healthcare education programmes.
13. Identify healthcare education needs better and respond creatively using innovative solutions that are founded on sound evidence.
14. Use opportunities offered by the standard contract and benchmark pricing to drive forward the changes needed to assure the responsiveness and quality of healthcare education, reflecting demographic changes in the population.
15. Review the existing education market and look for opportunities to augment and further harmonise provision while maintaining the sustainability of the education sector as a whole.
16. Continue to be engaged with the national agenda, managing and maintaining the North West's reputation as a world class education commissioner by effectively communicating its undertakings.

Education and learning

Key challenges and strategic priorities will be pursued to enable the healthcare sector in the North West to realise the value of education and learning in delivering the business of high quality services that are safe and efficient.

The challenges to be addressed include:

- the need to align the outcomes and benefits of training and education investment more directly with patient and organisational priorities
- supporting and increasing the greater adoption of interprofessional learning by both education providers and healthcare organisations
- ensuring that positive conditions are in place for a supportive, inclusive and innovative learning environment
- building learning and development leadership capacity and capability.

In pursuit of the strategic aims, education and learning activities will be organised around the following themes:

- aligning the commitment of education and learning for patient and service impact - focused on driving developments and programmes which are underpinned by patient and service need and evaluated for their impact within this context
- enhancing leadership for learning - focused on developing the capacity and capability of the learning and development workforce and function within North West NHS organisations
- developing an excellent learning environment - focused on improving the capacity, quality, flexible access and learner support mechanisms available to ensure high quality learning experiences
- quality, fairness, transparency and sustainability - focused on developing systems which enhance the quality of educational provision, widen access, ensure fairness in resource allocations, are transparent in decision making and enable sustainable developments for the entire workforce.

Education and learning pledges

The pledges relating to education and learning.

17. Work with stakeholders and education providers to ensure that all commissioned healthcare education programmes are relevant in enhancing patient and service delivery.
18. Enhance the learning leadership capability and capacity of Learning and Development teams.
19. Increase the understanding and adoption of interprofessional and interagency learning.
20. With healthcare organisations, establish and support the adoption of an educational governance framework.
21. Work with education and service partners to build a robust, equitable, transparent, high quality learning environment and clinical placement infrastructure.
22. With key regional stakeholders maximise the approaches and investment to widen participation in learning.
23. Through the adoption of the Skills Pledge and the implementation of the Joint Investment Framework, increase learning opportunities and improve the competencies of the workforce in Bands 1 – 4.